

## Plan for Consolidation of Administrative Functions

Vision: One HHS

### Goals/Schedule:

- Consolidate and streamline administrative functions to improve efficiency and effectiveness
- Reduce costs by changing the structure, eliminating redundancy, staffing appropriately and simplifying procedures
- Consolidate in an employee friendly manner, honoring the Secretary's commitment that everyone will have a job.
- Consult and communicate continuously with key stakeholders (managers, employees, unions)

Specific targets: reductions of 700 FTE and \$50 million budget

Schedule: Complete consolidation by end of FY 2003. NIH and FDA HR offices consolidated by end of FY 2002.

### Executive Policy Team

ASAM (Chair), COS, ASPA, ASL and ASBTF - establishes Department policy/guidelines, approves recommendations for consolidation, monitors implementation, makes decisions on cross-cutting issues, communicates with OPDIV/STAFFDIV Heads

Advisory Groups: Management Forums (deputies or executive officers - chaired by ASAM); Labor-Management Cooperation Council (management and union officials - chaired by COS)

### Consolidation Coordinator/Director

#### Roles/responsibilities

- Coordinate consolidation activities insuring completion on time in accordance with HHS and OMB expectations
- Staff support for Executive Policy Team
- Develop communication strategy/systems (e.g., e-mail, briefings, web site)
- Identify cross-cutting issues that need to be addressed (and, working with appropriate staff, develop recommendations for the Executive Policy Team)
- Develop policies/principles to guide restructuring

### Consolidation Project Teams (each with a Team Leader/Project Manager)

- Facilities
- Public Affairs
- Legislative Affairs
- HR
- IT

Expert resources will be available as necessary to develop strategies to address implementation

issues such as employee reassignment/redeployment; representation, potential grievances and ULPs; communication, etc.

Each functional Consolidation Project Team will work through the attached Restructuring Process Template. A start-up team (Team Leader, administrative support and 2-3 senior professionals) will be assembled to address the steps in Stage II of the Template (Current Organization Review) during the period February-June, 2002. The full team (Team Leader, administrative support and 4-7 senior professionals) will be assembled to work through Stages III - VI of the Template during the period July, 2002 - September, 2003. Expert resources (e.g., HR, labor relations, outplacement, outsourcing) will be available to the teams as necessary.

Policy issues that need to be addressed at start-up:

- Hiring controls for administrative management positions
- Requesting early out authority
- Requesting buyout authority
- Nature/timing of union involvement
- Location and ownership of the four consolidated personnel offices
- Outsourcing